



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
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WASHINGTON DC 20350-2000

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OPNAV INSTRUCTION 3020.12

From: Chief of Naval Operations

Subj: PLANNING FOR OPERATIONAL CONTRACT SUPPORT

Ref: (a) DoD Directive 3020.49 of 24 March 2009
(b) DoD Instruction 3020.41 of 20 December 2011
(c) JP 4-10 of 16 July 2014
(d) OPNAV M-F3500.42A of January 2018 (NOTAL)
(e) CJCSM 4301.01
(f) DFARS 217.502
(g) FAR Part 17.502-1

1. Purpose. To prescribe policy, responsibilities, and requirements for supporting operational contract support (OCS) for joint and naval operations, and implementing the Office of the Secretary of Defense OCS policy contained in references (a) and (b), and the Chief of Naval Operations policy as outlined herein.

2. Background

a. The self-sufficiency and dynamic nature of naval operating forces is the defining characteristic of naval operations. As such, naval units are expeditionary in nature and are designed, crewed, and equipped to operate independently in an all-weather, open-ocean, and littoral environments for extended periods. Inherent in this capability is the requirement to maintain and sustain combat operations for a prescribed endurance period. This self-supporting capability to conduct maintenance and emergent repairs, and to carry repair parts, consumable materiel, fuel, food, and ammunition, enables naval units to embark on extended operations without advance warning or extensive preparation. This requirement places a significant responsibility on each unit and a combination of Navy, Marine Corps, Military Sealift Command, commercial contractors, and processes united to respond promptly to global operational requirements.

b. The operational logistics required to support a globally dispersed naval force presents complex challenges. Sustainment for warships, aircraft, and expeditionary detachments of differing mission and size must be planned, orchestrated, synchronized, and integrated all over the world. Commercial contractors provide an adaptable mix of unique skill sets, flexibility, and local knowledge in support of joint and naval operations that a strictly naval force cannot cultivate for all scenarios. From logistical support and intelligence analysis, to private security

services, emergent repair, maintenance, construction, and operational support tasks, the efforts of commercial contractors are not only integral to the success of Navy component commands (NCC), they are also integral to the success of Navy missions and operating forces around the globe.

3. Scope and Applicability. The policy, responsibility, and requirements set forth in this directive are applicable to all NCCs, hardware systems commands, service acquisition program offices, heads of contracting activities (HCA), and commands and activities that fulfill their combat support responsibilities with contracted support solutions when supporting joint operations areas (JOA).

4. Definitions and Terms

a. OCS. The process of planning for and obtaining supplies, services, and construction from commercial sources in support of joint operations in a designated contingency operation, normally a JOA. OCS is one of seven tier 2 joint capability areas under logistics. Although OCS aligns to the logistics joint capability areas, all other tier 1 joint capability areas depend on OCS to varying degrees. OCS comprises three tier 3 joint capability areas, as per the following subparagraphs 4a(1) through 4a(3).

(1) Contract Support Integration. The coordination and synchronization of contracted support executed in a designated contingency operational area in support of the joint force.

(2) Contracting Support. The execution of contracting authority and coordination of contracting actions in support of joint force operations.

(3) Contractor Management. The oversight and integration of contractor personnel and associated equipment providing support to the joint force in a designated contingency operational area, per reference (c).

b. Theater Support Contract. A type of contingency contract awarded by contracting officers in the operational area serving under the direct contracting authority of the Service component, or designated joint HCA for the designated contingency operation, per reference (c).

c. Systems Support Contract. A pre-arranged contract awarded by a Service acquisition program management office that provides technical support, maintenance and, in some cases, repair parts for selected military weapons and support systems, per reference (c). For example, Naval Air Systems Command maintenance contract for P-8 aircraft and Naval Sea Systems Command littoral combat ship maintenance contract.

d. External Support Contract. Contract awarded by contracting organizations whose contracting authority does not derive directly from the theater support contracting HCAs or from systems support contracting authorities, per reference (c). For example, the Naval Supply

Systems Command shipboard support husbanding service provider multiple award contracts, and the Naval Facilities Engineering Command global contingency construction and global contingency services multiple award contracts.

e. Lead Service for Contracting (LSC). The geographic combatant commander (GCC) designated the lead Service for theater support contracting actions for specified common commodities and services for a geographic region, normally a JOA or major expeditionary base, per reference (c).

f. Lead Service for Contracting Coordination (LSCC). The GCC may designate a specific Service component to coordinate theater support contracting and other common external support contract actions for a geographic region, normally a country, region, or JOA. In this organizational option, the Services retain command and control (C2) and contracting authority over their deployed theater support contracting organizations, per reference (c).

g. Operational Contract Support Integration Cell. A cell established to coordinate and integrate OCS actions across all primary and special staffs for a designated contingency operational area, per reference (c).

h. OCS Planning and Annex W. OCS planning and coordination is primarily an operational, not contracting, function. The GCC, subordinate joint force commander, and supporting component commanders determine support requirements and the appropriate source of support (i.e., organic support, multinational support, host nation support, inter-Service support agreements, contracted support). Annex W (OCS) is the primary means used by the combatant commander staff, Service component staff, and combat support agency planners to document OCS in operational plans, per reference (c).

i. Contracted Support Synchronization Matrix (CSSM). CSSM is a tool for recording and displaying anticipated major OCS actions across time by capturing projected contract support for logistics, non-logistics support-related capabilities, and planning actions, per reference (c).

5. Responsibilities

a. Deputy Chief of Naval Operations for Fleet Readiness and Logistics (CNO N4). CNO N4 is responsible for advocating Navy logistics plans, policies, concepts, and exercising staff supervision over joint and Navy logistics matters. As the advocate for operational logistics capabilities, CNO N4 has responsibility for Navy's OCS policy and integration under the Supply, Ordnance and Logistics Operations Division (OPNAV N41). OPNAV N41 will:

(1) provide a single, service-level voice for all Navy OCS matters to organizations internal and external to U.S. Navy,

(2) represent Navy OCS capabilities and requirements necessary to support and inform force development, and

(3) provide subject matter expertise and oversight of Navy OCS doctrine development.

b. Commander, U.S. Fleet Forces Command; Commander, U.S. Pacific Fleet; and NCCs. Conduct OCS functions as prescribed in reference (d). In addition, responsible for the following in subparagraphs 5b(1) through 5b(11).

(1) Integrate OCS into theater campaign plans, operation plans, naval doctrine, and analysis of strategy and future force structure. When properly planned, OCS can provide enhanced operational flexibility and rapid increases in support force capabilities.

(2) Develop and refine NCC supporting plans in annex W (OCS) and the CSSM.

(3) Drive combat support requirements planning, determination, and development for deployed forces. Requirements determination is normally a tactical level requiring activity function; however, it can and should be planned and orchestrated at the operational level by fleet staffs in collaboration with type commanders, hardware system commands, and supporting activities that fulfill their responsibilities with contracted support. Capturing and documenting anticipated contracted combat support requirements in planning across personnel, equipment, supply, training, ordnance, network, and installations in acquisition ready contract support packages, facilitates improved requirements definition, acquisition strategies, sourcing solutions, contract surveillance, and total ownership cost approaches, which in turn accelerates the appropriate use, application, and agility of contract support during contingencies.

(4) Develop, assess, and maintain contract support planning factors, and where appropriate, update existing contractor unit type codes with type unit characteristics data for use by planning staffs for level 3 and level 4 plans (those plans that require time-phased force and deployment data (TPFDD)), and for use by requirements generators and the analytic community.

(5) When designated by a GCC as the LSCC, direct, coordinate, and integrate for theater support contracting and other common external support contract actions for limited scope and short duration contingency operations in a geographic location, normally a country, region, or JOA. In this organizational option, the Services retain C2 and contracting authority over their deployed theater support contracting organizations.

(6) When designated by a GCC, direct and oversee a limited scope LSC for theater support contracting actions for specified common commodities and services in a geographic location, normally a JOA or major expeditionary base.

(7) When designated by the GCC as the joint force commander, establish an OCS integration cell to coordinate, and integrate OCS actions across all primary and special staffs for a designated contingency operational area.

(8) Issue guidance in operational plans and orders for a process to rapidly conduct contract coordination and reach-back support.

(9) Plan for and coordinate support via Defense Logistics Agency for the Joint Contingency Acquisition Support Office to augment personnel performing OCS capabilities as required per reference (e) and GCC guidance.

(10) Integrate OCS training and exercises.

(11) Ensure maritime operations center OCS leads and logistics planners attend the Joint OCS Planning and Execution Course.

c. Commander, Naval Supply Systems Command and Commander, Naval Facilities Engineering Command. Provide a regional structure to support contracting operations consistent with assigned responsibilities in the Navy Marine Corps Acquisition Regulations Supplement. In addition, responsible for the following in subparagraphs 5c(1) through 5c(9).

(1) Collaborate with fleet staffs, type commanders, and supporting activities that fulfill their combat support responsibilities through contracted solutions to plan, capture, document and develop external support contract and theater support contract requirements in acquisition ready support packages for forward deployed supply, services, and construction capabilities.

(2) Ensure deployable external support contracted capabilities are coordinated with TPFDD development where appropriate.

(3) When directed by an NCC, coordinate theater support contracting and other common external support contract actions for a limited scope and short duration LSCC for a contingency operation in a geographic location, normally a country, region, or JOA. In this organizational option, the Services retain C2 and contracting authority over their deployed theater support contracting organizations.

(4) When directed by an NCC, execute a limited scope and short duration LSC for theater support contracting actions for specified common commodities and services in a geographic location, normally a JOA or expeditionary base; apply references (f) and (g) when needed.

(5) Develop guidance and a process for NCCs to rapidly conduct reach-back support for contract coordination.

(6) Coordinate support via applicable NCC and Defense Logistics Agency for the Joint Contingency Acquisition Support Office mission support team to augment personnel performing OCS capabilities, as required per reference (e), or as directed by the applicable NCC.

(7) Ensure OCS leads, and logistics planners attend, Joint OCS Planning and Execution Course.

(8) Coordinate support via applicable NCC and Office of Assistant Secretary of the Navy for Acquisition and Procurement, for the Defense Contract Management Agency to deploy administrative contracting officers, and perform contract administration, quality assurance, property administration, or other combat support functions as may be directed by the Secretary of Defense.

(9) Participate in NCC exercises to refine OCS procedures, improve integration, and develop individual skills.

d. Hardware Systems Commands, HCAs, and Service Acquisition Program Offices

(1) Collaborate with fleet staffs, NCCs, type commanders, and supporting activities to ensure readiness of systems support contracts. Base contracts, options, and contract line items must be crafted to anticipate, prepare, deploy, employ, and redeploy commercial capabilities to provide technical support, maintenance, and repair.

(2) Ensure contracted deployable systems support is coordinated with TPFDD development where appropriate.

6. Resourcing. An activity's assignment of OCS responsibilities does not in itself represent approval of additional resources.

7. Records Management

a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned for the standard subject identification codes 1000 through 13000 series per the records disposition schedules located on the Department of the Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>.

b. For questions concerning the management of records related to this instruction or the records disposition schedules, please contact the local records manager or the DON/AA DRMD program office.

8. Review and Effective Date. Per OPNAVINST 5215.17A, OPNAV N41 will review this instruction annually on the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, Department of Defense, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 5 years, unless revised or cancelled in the interim, and will be reissued by the 5-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.



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Releasability and distribution:

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